



# Faster Decisions on Trust Water Rights Applications

Lean Project Progress Report: August 28, 2012

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<b>Event Date:</b>	March 22-23, 2011		
<b>Background</b>	Trust water is likely the most complicated part of the water code. There is a general sense of confusion and frustration among staff dealing with Trust Water. Externally, a lack of confidence in the trust program inhibits our environmental protection goals. There is also dissatisfaction among our business partners (Washington Water Trust and Trout Unlimited) and applicants over processing time for trust applications. Finally, the emergence of water banking is contributing to the ever-increasing number and complexity of trust applications.		
<b>Project Objective(s)</b>	<p>Reduce the time to process prioritized trust water right applications* to 9 months.</p> <p><i>*Excluding Trust Water Donations, which should be processed much sooner than 9 months if they are considered priority work.</i></p>		
<b>Value Stream Mapping Outcome</b>	<b>Current Situation (Old Way)</b>	<b>Future (New Way)</b>	<b>Benefits</b>
	Trust applications are submitted and are put on the shelf.	<ul style="list-style-type: none"> <li>A quarterly meeting is held to determine which trust applications are priority work.</li> <li>Priority applications are assigned to staff to ensure they are processed within 9 months of being received.</li> </ul>	<ul style="list-style-type: none"> <li>This meeting provides an opportunity to plan for future projects and discuss applications actively being processed.</li> <li>The processing time for all trust applications will be tracked and reported at the next meeting.</li> </ul>
<b>Activities to Implement Future State</b>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>Prioritize trust workload and set and track goals (being piloted at Central Regional Office).</li> <li>Assign a Trust Water Business Lead to provide training and support staff.</li> <li>Appoint a sponsor to the Program Leadership Team that is highly involved with trust water processing.</li> <li>Create more detailed assignment codes for the Water Right Tracking System (WRTS) database to facilitate tracking and prioritizing trust work.</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>Prioritize trust workload and set and track goals throughout the state</li> <li>Continue training staff.</li> <li>Develop and adopt a trust-specific Quality Control Checklist.</li> </ul>		
<b>Results to Date</b>	<p>Demand for Processing Trust Water Right Applications vs. Ecology's Permitting Capacity</p> <p>During the Lean event we created this diagram showing where the unknown variables were. By holding Quarterly Prioritization Meetings we have begun to define the "Demand" for our services by tracking the existing and incoming trust applications. In so doing, we have also become more accountable and set quarterly goals.</p>		

	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>BEFORE</b></p> </div> <div style="text-align: center;"> <p><b>AFTER</b></p> </div> </div>
<p><b>Discussion about Results</b></p>	<p>The first Quarterly Prioritization Meeting on 9/22/2011 provided the Central Regional Office with a list of 81 pending trust applications (non-donations), of which 43 are being processed (prioritized) and 38 are not.</p> <p>The 2nd Quarterly Prioritization Meeting at CRO was held on 1/5/12. Since the last meeting, 3 ROE's were issued, 2 applications rejected, and 13 non-donation trust applications were submitted between meetings. Of the 13 new applications, 2 applications were prioritized.</p> <p>The 3rd Quarterly Prioritization Meeting at CRO was held on 4/26/12. Since the last meeting in January, 4 ROE's were issued and 3 new priority applications were received. The majority of the prioritized work has a 9 month deadline coming up on 6/19/2012. This pending deadline has prompted productive discussions about workload management and levels of priority.</p> <p>The 4<sup>th</sup> Quarterly Prioritization Meeting at CRO took place on 8/14/2012. Since the last meeting, 3 ROE's were issued and 3 applications were designated as priority work. A total of 19 new applications were received since the last meeting.</p> <p><b>RESULTS OF THE 1-YEAR CRO PILOT:</b>  At the end of 1 year, there are 40 applications that were not completed within 9 months of being designated as priority work. 10 trust ROE's were issued during this year.  While the quarterly meeting provided a valuable opportunity to discuss all trust related work being done at CRO, not enough scrutiny was paid to the prioritized work from past meetings to decide if it was really still priority work given changes in staffing and other workloads.</p>

	Additional planning was needed to help staff meet short term goals to ensure they would be completed in 9 months. Continuing this pilot in its current form at CRO is not recommended, nor is this pilot recommended for statewide adoption. CRO staff will be discussing how prioritize the trust workload in the future and how to meet the 9 month goal.		
<b>Future Action Plan (Milestones)</b>	<b>What?</b>	<b>Who?</b>	<b>When?</b>
	Prioritization Meetings: CRO management and staff will be discussing a better way to conduct these meetings.	Staff and management working on trust at the Central Region	Monthly
	Discuss new procedures for tracking permanently acquired water rights. The actions required after trust ROE's are issued are very time consuming and confusing (ex. recording deeds, issuing Certificates of Trust Water, and tracking the use of mitigation and use of the storage contract). Efficient procedures for the back end of this process would allow staff to better estimate the time required to complete a project and provide more time to work on pending applications.	Mark Schuppe, the trust PLT sponsor, and others from CRO	September at CRO